



Yves Morieux

AUTHOR · FUTURIST · TED SPEAKER

Most organisations respond to complexity by adding more rules, more metrics, more coordination layers. The result is an organisation that works harder and performs worse. Leaders have inherited management tools designed for a simpler era; those tools do not just fail under complexity, they actively generate the dysfunction they were meant to prevent. The cost is measurable: productivity stalls, engagement falls, and people spend their time managing the system rather than serving the organisation's purpose.

Yves Morieux, BCG Fellow and director of the BCG Institute for Organization, helps senior leaders diagnose why conventional management responses to complexity destroy performance, and apply the Smart Simplicity® framework to restore cooperation and effectiveness without adding process.

Yves Morieux's 2026 Biography

Why organisations work with Yves Morieux

- Smart Simplicity® is a proprietary BCG framework built on social science – game theory, organisational sociology, economics – not management intuition. Leaders take away a testable model, not a set of principles.
- His argument is counter-intuitive and specific: the problem is not complexity itself, but the organisational *response* to it. That reframes changes where leadership teams look for solutions.
- His two TED talks on the subject have exceeded 5 million views, which means senior audiences often arrive having already encountered the framework and wanting to operationalise it.
- *Six Simple Rules*, published by Harvard Business Review Press, gives organisations a durable reference point that outlasts a single event and shapes how teams implement change.
- His 2019 BCG Fellow research introduced “Relational Productivity”, extending the Smart Simplicity model into how digital ways of working reshape cooperation and output. Organisations dealing with hybrid work and digital transformation get a framework grounded in his earlier work but updated for current conditions.

Biography highlights

- BCG Fellow since 2008; Managing Director and Senior Partner at Boston Consulting Group; Director of the BCG Institute for Organization
- Creator of Smart Simplicity®, BCG's registered framework for managing organisational complexity and rebuilding cooperation

AVAILABLE FOR

- After Dinner Engagement
- Speaking

YVES'S SPEAKING THEMES

- Business Strategy & Growth
- Change Management
- Culture Transformation
- Future of Work
- Leadership
- Organizational Agility
- Organizational Design

LANGUAGES: English

- Author of a second BCG Fellow research concept, Relational Productivity, developed in 2019
- Co-author of *Six Simple Rules: How to Manage Complexity without Getting Complicated* (Harvard Business Review Press, 2014), with Peter Tollman
- Two TED talks on organisational complexity and workplace effectiveness, collectively exceeding 5 million views
- Published in Harvard Business Review, The Economist, The Wall Street Journal, Fast Company, and Le Monde; author of more than 45 articles and book chapters
- Lecturer in the advanced sociology programme and professor in the master of public affairs programme at Sciences Po, Paris
- PhD in industrial marketing, University of Strathclyde; DEA in organisational sociology, Sciences Po

Biography

Organisations under pressure tend to reach for familiar tools: clearer accountability frameworks, more robust reporting, additional coordination structures. Yves Morieux has spent his career at BCG demonstrating that this instinct is the source of the problem, not the solution. The more complex the operating environment, the more those tools erode the cooperation that performance actually depends on.

His framework, Smart Simplicity®, was developed through research at the BCG Institute for Organization where he has served as a BCG Fellow since 2008, and grounded in social science disciplines unusual in consulting: game theory, organisational sociology, economics. The six rules at its core are not management principles but structural interventions that change the conditions under which people decide whether to cooperate. His 2019 BCG Fellow work extended the model into Relational Productivity, examining how digital ways of working reshape those same dynamics.

Six Simple Rules: How to Manage Complexity without Getting Complicated, co-authored with Peter Tollman and published by Harvard Business Review Press, codified the framework for practitioner use. His two TED talks on the subject, delivered as part of a series curated with BCG, have collectively exceeded 5 million views, making Smart Simplicity one of the most widely seen management arguments of the past decade.

Morieux also lectures in the advanced sociology programme and the master of public affairs at Sciences Po in Paris. His work has been covered and published in Harvard Business Review, The Wall Street Journal, The Economist, Fast Company, and Le Monde, and spans more than 45 articles and book chapters.

Key speaking topics

- Organisational complexity and its management
- Smart Simplicity® framework and the Six Simple Rules
- Cooperation as a performance driver
- Relational Productivity and digital ways of working
- Organisational design and behavioural architecture
- Leadership under complexity
- Productivity, engagement, and the failure of conventional management tools

Ideal for

- C-suite and senior executive teams undertaking transformation or restructuring
- CHROs and people function leaders diagnosing engagement and performance gaps
- Strategy and organisational design leaders evaluating how structure is shaping behaviour
- Leadership teams navigating post-merger integration, scaling, or operating model change

Audience outcomes

- A concrete diagnosis of how conventional management responses to complexity generate the performance and engagement problems they were designed to solve
- Understanding of the six Smart Simplicity® rules and how each changes the structural conditions for cooperation
- A framework to identify which processes, metrics, and accountabilities in their own organisation are creating complicatedness rather than managing complexity
- Exposure to the Relational Productivity concept and its implications for hybrid and digital-first operating environments
- Practical language to take back to leadership teams for evaluating organisational design decisions

Yves Morieux's 2026 talks & topics

As Work Gets More Complex, 6 Rules to Simplify

Draws on Morieux's original TED talk and BCG research to show why standard organisational responses to complexity reduce performance, and how the six Smart Simplicity® rules rebuild the conditions for cooperation and effectiveness.

Key takeaways:

- Why adding clarity, measurement, and accountability – the instinctive management response – makes complex organisations perform worse, not better
- How each of the six Smart Simplicity® rules shifts the structural conditions under which people choose to cooperate
- How to identify which existing processes and structures in your organisation are generating complicatedness rather than managing complexity

How Too Many Rules at Work Keep You from Getting Things Done

Based on Morieux's 2015 TED@BCG London talk, this session examines the productivity cost of over-managed organisations and the leadership choices that either perpetuate or break the cycle.

Key takeaways:

- A data-grounded account of the productivity decline in large organisations since the 1950s and its relationship to complicatedness
- Why the conventional trinity of clarity, measurement, and accountability fails in interdependent operating environments
- How leaders can redesign the conditions for work without adding new structures or reducing complexity to simplistic solutions

Yves Morieux's Videos

